



**Faculty of Cognitive Sciences and Human Development**

**FACTORS AFFECTING WORK-LIFE BALANCE IN PRIVATE  
SECTOR**

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(Human Resource Development)**

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# FACTORS AFFECTING WORK-LIFE BALANCE IN PRIVATE SECTOR

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This project is submitted in partial fulfilment of the requirements for a  
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The project entitled '**Factors Affecting Work-Life Balance In Private Sector**' was prepared by **Kavilasnee Elang Kamaran** and submitted to the Faculty of Cognitive Sciences and Human Development in partial fulfillment of the requirements for a Bachelor of Science with Honours (Human Resource Development)

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## Final Year Project Report

Masters

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## **ABSTRACT**

This study aims to examine the factors affecting work-life balance in private sector. This research was conducted at the Conquest Electronics Sdn. Bhd, Kedah. The findings of this study examine on factors affecting work-life balance among employees in private sector, Conquest Electronics Sdn. Bhd, Kedah. A quantitative cross sectional survey research was conducted to collect in depth and numerical data on factors affecting work-life balance. The instrument used in this stage was closed ended questionnaire with five Likert scale. One hundred and thirty respondents have participated in this study which is, one hundred are assigned for the actual study. The employees that participated were from different department that has been working in the organization for a long period of time. The analysis techniques used in quantitative method were Pearson Correlation. Pearson Correlation was used to test the relationship between independent variables which is emotional intelligence, spiritual intelligence, technology advancement, organizational support and dependent variable (work-life balance). The findings of this research bring several implications. Recommendation are also given to organization, HR practitioner and future research to improve their employee work-life balance in order to maintain a healthy work life balance between work and personal lives.

## **ABSTRAK**

Kajian ini bertujuan untuk mengkaji faktor-faktor yang mempengaruhi keseimbangan kehidupan kerja dalam organisasi swasta. Kajian ini dijalankan di Conquest Electronics Sdn. Bhd, Kedah. Dapatan kajian ini meneliti faktor-faktor yang mempengaruhi keseimbangan kehidupan kerja dalam kalangan pekerja di organisasi swasta, Conquest Electronics Sdn. Bhd, Kedah. Penyelidikan kaji selidik kuantitatif telah dijalankan untuk mengumpul data mendalam dan berangka mengenai faktor-faktor yang mempengaruhi keseimbangan kehidupan kerja. Instrumen yang digunakan dalam peringkat ini adalah soal selidik tertutup berakhir dengan lima skala likert. Seratus tiga puluh responden telah mengambil bahagian dalam kajian ini iaitu seratus diberikan untuk kajian sebenar. Para pekerja yang mengambil bahagian adalah dari pelbagai jabatan yang telah bekerja di organisasi untuk jangka masa yang panjang. Teknik analisa yang digunakan dalam kaedah kuantitatif ialah Korelasi Pearson. Korelasi Pearson digunakan untuk menguji hubungan antara pembolehubah bebas seperti kecerdasan emosi, kecerdasan rohani, kemajuan teknologi, sokongan organisasi dan pemboleh ubah bergantung (keseimbangan kehidupan kerja). Dapatan kajian ini membawa beberapa implikasi. Cadangan juga diberikan kepada organisasi, pengamal HR dan penyelidikan masa depan untuk meningkatkan keseimbangan kehidupan kerja kepada pekerja mereka dalam mengekalkan keseimbangan kehidupan kerja yang sihat antara kerja dan kehidupan peribadi.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Introduction**

The core of this research is to point up the factor affecting work-life balance in private sector. This chapter consists of several sections. The first section describes the background of the study. The next section elaborates the problem statement followed by stating the research objectives, research questions, research hypothesis. Followed by, the conceptual frame and significance. The chapter ends with several important terms.

#### **1.2 Background of Study**

Work-life balance is the term that generally used to depict those practices at the workplace that recognize and the reason to help the responsibility of employees in accomplishing a balance between the requests of their family and work lives. Work-life balance is not merely defined by time divided between work-life and non-work-life. It needs to be achieved by minimizing the conflict among these two domains by balancing the multiple roles and tasks (Kumarasamy, Pangil, Faizal, & Isa, 2017). In other words, a person who experiences lower work-family conflict can be concluded as work-life balance.

The labour force participation in various industries is a driver of growth and thus participation rates indicate the economy of Malaysia potential to grow more rapidly. Thereby the participation creating scope for both private and government organization to begin the practice of work-life balance in order to counterbalance employees work-life balance. Growth due to globalization, the essential for work-life balance has appeared in Malaysia.

Additionally, there are many Malaysia international companies were started off with long term efforts in providing a balanced work-life for their working employees in their organization. IBM Malaysia Sdn Bhd which offers IT consulting services, Nestle Malaysia, Sime Darby, and mostly the multinational companies (MNCs) are among the Malaysia companies which practicing work-life balance (Vijaindren, 2016). However (Vijaindren, 2016), also determined that although the country many workforce start the work-life balance policies, however most of the Malaysian workers do not feel balanced between their work and personal life. Hence, large rate of Malaysia workers are experiencing work-life imbalance.

Composition of work and family life spheres has significant changed over a period of time. In this modern society, both male and female need to work to accomplish the economic stability of the family. Working male and female face a broad set of routine challenges today. This challenge due to several issues such as childcare issues, increase in ageing population, tightened economic situation and target driven organizational practices, which create imbalance between both their professional and personal lives. In Europe, approximately 27% of employees perceived that they spent too much of their time at work, while 28% of employees felt that they spend too little time with their families, workers in Europe also perceived that they do not have time for their friends and other social network with approximately 31% and 51% believed that that they do not have enough time for their leisure activities (“family issues and work-life balance,”2017). Researches has shown that, employees all over the world spend more time and energy at workplace to able to make ends meet.



Lack of work-life balance effect employee's performance at their workplace and in their personal life as well. In the current economic scenario, higher productivity by the hard pressed of the organizations and face the challenges better if their employees are more involved themselves with work and workplace. Organizations more than ever, need employees with improved work-life balance. The organizational growth and success were contributed with good work-life balance by an employee's more meaningfully.

All of the organization either private sector or government sector, they are meeting the challenges on how to create and control their workers in order to attain more with less and make optimum use of their potential. In private sector, they see their employees as their most valuable assets in their workplace because the growth of every organization depends on the hard work dedication and ability of each and every employees who make the organization to be success. Similarly, they also learn the needs of admitting a positive, accepting, supportive surrounding in order to retain employees, motivated skilled workers and bring out the good in each workers.

### **1.3 Problem Statement**

The factors that affect work-life balance that have been stated by the researchers are emotional intelligence, spiritual intelligence, technology advancement and organizational support. Current studies from diverse professions have shown the positive and negative results of work-life balance and imbalance (Hossain, Limon, Amin, & Asheq, 2018). Work-life balance can be implemented through policy and practices that refer to initiatives introduced by firms which facilitate the reconciliation of employees work and personal lives.

As most prior work-life balance research has been limited to western countries, it is significant for us to study and advancing our understanding about the effect of work-life balance in Asian context particularly. Findings regarding work-life balance from western countries can be used as a benchmark for this research that suits in Malaysian context. Work-life balance and work-family conflict are related to each other where these two elements can tremendously affect one's life and job satisfaction. For example, when work-life balance is highly practiced it can lower work-family conflict faced by individual and thus resulting in a good level of life and job satisfaction. Past research papers have shown that, there are many positive and negative factors that could affect work-life balance. In this manner, there are numerous components that have been said to influence work-life balance however there are as yet a lot more that should be recognized.

One of the factor that has been discussed is an individual's emotional intelligence. Studies prove that the contribution of emotion intelligent is about eighty percent whereas the intelligent quotient is only about twenty percent. It is essential to have emotional intelligence in adjusting one's work-life. It is a direct result of it empowers one's activities and thinking manage anything with a proportion of development, balance and furthermore hold a positive point of view practically constantly. Notwithstanding, up to this point just two or three empirical researches has been led to relate emotional intelligence and work-life balance. Additionally, another individual factor that impact person's work-life balance is spiritual intelligence. This factor is one of the current approach of intelligence which will benefit an individual to take care of issues. This spiritual intelligence affects human life, specifically at his home and at workplace.

Besides that, technology is the most volatile form in environment. Technological advancement changed the balance in employer-employee relationship. Employees are mostly affected due to this advancement in the means of working through technological gadgets like smartphones, tablets & other devices that enable employees to stay connected with work all the time. Now a day work culture of organization also changed and employees are grouped together onto cross-functional teams, so for being more productive these teams have to stay connected all the time regardless of their work schedule. Radical change of technology is considered as double-edge sword by most of the researchers because of its advantages and disadvantages simultaneously. In other hand, organizational support is providing favourable treatment to the employees instead of unfavourable. Organizational support change the traditional perception of employees about their employers and organization. For maintaining balance between job life and personal life organization must be concerned about employees' wellbeing. Researcher found that organizational support could arise from social support. Hence, based on preceding studies, it is highly expected that organizational support and work-life balance are positively related. Therefore, the purpose for this study is to fill the gap by examining the factors affecting work-life balance in private sector.

## **1.4 Research Objective**

### **1.4.1 General Objective**

The main objective of this study is to examine the factors which affect work-life balance in private sector.

#### 1.4.2 Specific Objective

- a) To examine the effect of emotional intelligence on work-life balance.
- b) To examine the effect of spiritual intelligence on work-life balance.
- c) To examine the effect of technology advancement on work-life balance.
- d) To examine the effect of organizational support on work-life balance.

#### 1.5 Research Questions

- a) How does emotional intelligence affect work-life balance among working employees?
- b) How does spiritual intelligence affect work-life balance among working employees?
- c) How does technology advancement affect work-life balance among working employees?
- d) How does organizational support affect work-life balance among working employees?

#### 1.6 Research Hypothesis

<sup>1</sup> : There is no significant relationship between emotional intelligence and work-life balance.

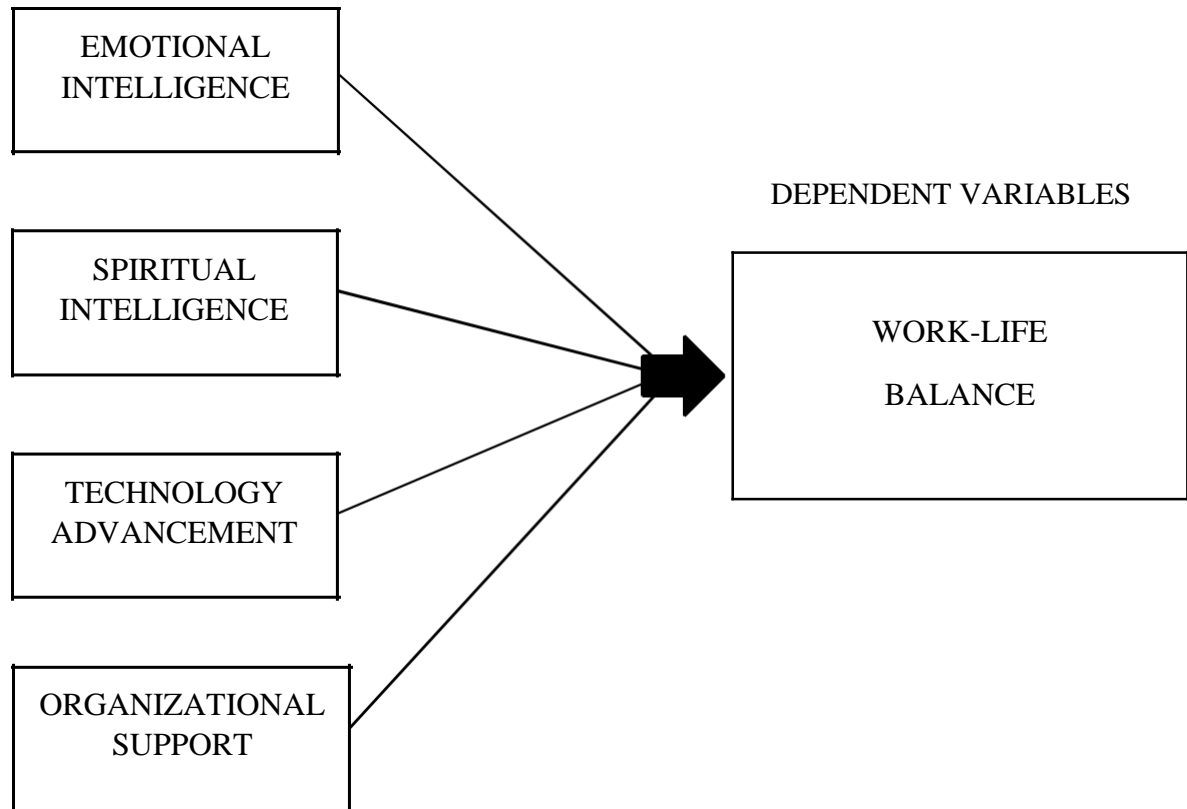
<sup>2</sup> : There is no significant relationship between spiritual intelligence and work-life balance.

<sup>3</sup> : There is no significant relationship between technology advancement and work-life balance.

<sup>4</sup> : There is no significant relationship between organizational support and work-life balance.

## 1.7 Conceptual Frame

### INDEPENDENT VARIABLES



Source: Kumarasamy, Pangil & Isa (2015)

## **1.8 Significance of the Study**

The study examines the factors affecting work-life balance in private sector. The major objective of this study is to create and maintain supportive healthy and positive work environments to employees in both physically and mentally, which will enable them to have a good balance between their work and personal responsibilities and thus strengthen employee's honesty in doing their job and increase productivity as well. The outcomes from this study will assist the private sector with coping the issues of work-life balance among employees by urging them to expand strategies and implement policies that inspire employee's work-life balance. There are few ways which can help employees in an organization to encourage a good work-life balance. In terms of this, offering a flexible working options including standard working hours to employees will help them to design their working pattern to which able them to meet their personal commitments. Employees with flexible work schedules exhibited greater job satisfaction because they had more control over their work schedules and a greater feeling of support from their bosses and managers. Instead, eventually reducing the work-life imbalance between their work and personal responsibilities. Alternatively, this encourages increases employees performance level and organization productivity as well. Besides that, this examination will likewise fill in as a spring wide to workers who need to dive much into work-life balance. In this manner, this will give skills, knowledge and attitude to workers in private sector on the most proficient method to improve their work-life balance. Similarly, by helping employees reach a good work-life balance, it alternatively increases employee's work satisfaction, productivity and their sincerity to the organization and employers together. From this research, the management will give a better view in improving their employee's performance in the workplace from the positive or negative feedback so that improvement can be made wherever necessary.

## **1.9 Definition of Terms**

### *1.9.1 Work Life Balance*

**Conceptual:** Work-life balance is the term used to describe those practices at the workplace that acknowledge and aim to support the needs of employees in achieving a balance between the demands of their family (life) and work lives (Shylaja & Prasad, 2017).

**Operational:** Work-life balance refers to the level of prioritisation between personal life and professional activities in an individual's life.

### *1.9.2 Emotional Intelligence*

**Conceptual:** Emotional Intelligence is the ability to become aware of even subtle changes in one's and others' emotional tones and to control them, to keep calm in the midst of pressure, to initiate and maintain healthy relationships with others, and to maintain an optimistic outlook towards life (Gupta, 2016).

**Operational:** Emotional Intelligence describes the ability, capacity, skill or a self-perceived ability to identify, assess, manage and control the emotions of one's self.

### *1.9.3 Spiritual Intelligence*

**Conceptual:** Spiritual intelligence is the way of individual fulfilment and sustainable lifetime performance at extraordinary levels (Easmin, Anwar, Dovash, & Karim, 2019).

**Operational:** Spiritual intelligence explained as the capacity of an individual to possess a socially relevant purpose in life by understanding 'self' and having a high degree of conscience, compassion and commitment to human values.

#### *1.9.4 Technology Advancement*

**Conceptual:** Technological advancement provides flexibility with respect to the timing and location of work, and makes it easier to accommodate both work and family, but it has a negative impact on work-life balance (Kumarasamy et al., 2017).

**Operational:** Technology is helpful for the employees where working away from office is flexible but at the same time spending time outside of working hours make imbalance to their personal needs.

#### *1.9.5 Organizational Support*

**Conceptual:** Organizational support is providing favorable treatment to the employees instead of unfavourable (Easmin et al., 2019).

**Operational:** Organizational support is contributing support means that organizations should appreciate the contribution of their employees and cares for their employee's wellbeing is much needed.

### **1.10 Summary**

This chapter highlighted about the background of the study and the reliability of the problem statements. The next segment is where deeply discussed on research objectives, research hypothesis and research questions which derived from it. Then, this study has been framed out in the conceptual frame. Followed by, the segments will be generalized on significance of study and limitation of research. Last but not least, few concepts have been explained in this chapter as well.